



Oscar Munoz
Chief Executive Officer

April 20, 2017

The Honorable John Thune
Chairman
Committee on Commerce, Science
& Transportation
512 Dirksen Senate Office Building
Washington, DC 20510

The Honorable Bill Nelson
Ranking Member
Committee on Commerce, Science
& Transportation
716 Hart Senate Office Building
Washington, DC 20510

The Honorable Roy Blunt
Chairman
Subcommittee on Aviation
Operations, Safety and Security
260 Russell Senate Office Building
Washington, DC 20510

The Honorable Maria Cantwell
Ranking Member
Subcommittee on Aviation
Operations, Safety and Security
511 Hart Senate Office Building
Washington, DC 20510

Dear Senators Thune, Nelson, Blunt and Cantwell:

Thank you for your letter dated April 11, 2017. At United, we take great pride in serving the communities you represent and we seek to live up to the best traditions of corporate citizenship in America. However, the shameful treatment of one of our passengers that took place on Flight 3411 fundamentally failed to live up to those aspirations and values. Like you, this horrible event has spurred outrage in me personally; and it has spurred us to take action.

I continue to offer my profound apologies to Dr. David Dao and all the passengers aboard the flight who endured this appalling incident. I also offer my sincerest apologies to you and your constituents for not living up to the values you expect of United.

This situation has provided a humbling learning experience. United will work to regain our customers' trust with the highest quality of service and deepest level of respect and care. We failed to fulfill that promise, monumentally, and take full responsibility for that and for making things right.

As part of my commitment to ensuring we prevent something like this from happening again, we are in the process of gathering the full set of facts about this incident and finalizing a thorough review of our policies. This includes examining how we move our crews, incentivize customer volunteers in these situations, handle oversold situations and work with airport authorities and local law enforcement moving forward.

We have already committed to never ask law enforcement officers to remove passengers from our flights unless it is a matter of safety and security. Additionally, we issued an updated policy to make sure crews traveling on our aircraft are booked at least 60 minutes prior to departure. These are initial steps in order to deliver the best customer experience. I promise we can and will be better. I am personally committed to putting proof behind our promise.



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We look forward to sharing the full results of this ongoing review and the immediate, concrete actions we will take to better serve our customers with the Committee. In order to ensure accuracy and thoroughness in response to your detailed questions, I respectfully request that we be able to submit those answers no later than April 27. Please do not hesitate to contact me or our Washington office at 202-521-4400 if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Oscar Munoz", with a long horizontal flourish extending to the right.